WORKFORCE PLAN

I. OVERVIEW

The Texas State Library and Archives Commission and staff believe all Texans have the right to barrier-free access to library and information services that meet personal and professional needs and interests, provided by well-trained, customer-oriented staff.

The mission of the Texas State Library and Archives Commission is to preserve the record of government for public scrutiny, to secure and make accessible historically significant records and other valuable resources, to meet the reading needs of Texans with disabilities, to build and sustain statewide partnerships to improve library programs and services, and to enhance the capacity for achievement of individuals and institutions with whom we work.

To accomplish our mission, we work to achieve three programmatic goals and four objectives. These are outlined below.

Goal 1: To improve the availability of library and information services
Objective 1.1: Increase percent of public libraries that have improved their services or resources
Objective 1.2: Increase library use by Texans with disabilities

Goal 2: To improve information services by answering reference questions
Objective 2.1: Improve information to public and others by answering reference questions

Goal 3: To achieve cost-effective management of state and local records
Objective 3.1: Achieve record retention rate for state-local government

We serve a variety of roles in state government to accomplish these goals. These roles range from Advisor to Innovator, and form the basis for our strategic planning efforts.

Our core business functions include the following:
- Provide grant funding, technical assistance and continuing education support for establishing, expanding, and improving public and academic library services statewide
- Provide access to state and federal government documents
- Provide access to specialized genealogical materials
- Support interlibrary cooperation and resource sharing programs among all types of libraries
- Provide recorded books and magazines for Texans who are blind or physically handicapped
- Provide technical assistance to state and local records managers
- Provide safe, economical storage of print and electronic records for state agencies
- Preserve historically-significant state records and documents

We do not anticipate any major changes to our mission, strategies or goals over the next five years in our state-mandated programs. The primary changes we anticipate will be in the way we deliver our programs and services. We are increasingly using technology to provide information and other services in electronic formats in response to customer demands. This shift will require us to continually re-examine our existing workforce and ensure our future workforce has the skills necessary to make this shift successful.

Our federal programs are subject to change based on actions at the federal level; however, these changes are generally publicized well in advance of expected implementation. We will be able to

readjust our workforce to meet future changes in these programs with minimal disruption to current service delivery.

We currently operate seven program divisions: Archives and Information Services, Information Resource Technologies, Library Development, Library Resource Sharing, State and Local Records Management, the Talking Book Program, and Administrative Services. We do not anticipate a need to reorganize this structure in the next five years.

Our agency has three independent "libraries" operating within the agency, all of which serve separate and distinct customers. In addition, we preserve the state's records, store and image other agencies' records, and provide consulting and training services to our constituent groups. Therefore, the organizational structure of the agency is departmental, and the staff structure is hierarchical within those departments. Our emphasis is on teamwork and the streamlining of staffing functions throughout the agency; however, the basic organizational structure should change very little over the next five years.

As an agency, we will continue to focus on improving service delivery to our customers and patrons while maintaining our current staffing levels. This includes meeting emerging customer demands for services in digitized and Spanish-language formats.

II. CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

DEMOGRAPHICS

The agency is authorized 193 FTEs. The following table details the ethnic and gender breakdown of our workforce as of February 29, 2010, by job category as defined by the Texas Commission on Human Rights.

Workforce Demographics by Job Category

Job Category	Category Total	Asian		African American		Hispanic American		White		Subtotals	
Number of Employees		*Male*	*Female*	*Male*	*Female*	*Male*	*Female*	*Male*	*Female*	*Male*	*Female*
Officials/Administrators	*7*	0	0	1	0	1	0	1	4	3	4
Administrative Support	*57*	0	0	3	3	9	3	22	17	34	23
Technicians	*3*	0	0	0	0	0	0	2	1	2	1
Service/Maintenance	*1*	0	0	1	0	0	0	0	0	1	0
Professionals	*76*	0	0	1	1	3	8	23	40	27	49
Para-Professionals	*36*	0	0	1	2	7	2	8	16	16	20
Skilled/Craft	*7*	0	0	0	2	1	0	2	2	3	4
Total	**187**	**0**	**0**	**5**	**6**	**23**	**13**	**62**	**76**	**91**	**96**
		0		**15**		**34**		**138**		**187**	
Percent of Workforce		*0%*		*8.02%*		*18.18%*		*73.80%*		*46%*	*54%*

Source: TSLAC Class Chart, 02/29/2010

The threat of "brain drain" presents an additional threat to our agency over the next several years. As of, 2010, we have 46 employees with over 20 years of total state service; 16 of these are return-to-work retirees. Of the remaining 30 employees with over 20 years of state service, 21 are eligible to retire during the current biennium, with another 15 employees reaching retirement eligibility within the next 5 years.   Similarly, over 71 percent of our workforce is over the age of 40, and many of these have more than 20 years of state service.

We will continue to explore ways to close the anticipated gap of institutional knowledge, including implementing a formal succession plan. Our management philosophy is to promote from within whenever there is a qualified internal candidate for a vacancy. This philosophy has been very effective, as evidenced by the many key managers and program specialists who have chosen to advance their career within the agency. As a result, a large number of staff has acquired institutional knowledge that will be difficult to replace.

TURNOVER AND ATTRITION

Many of our positions are clerical or para-professional in nature and are not intended to be career jobs. These positions tend to have a higher turnover rate as staff seek increased salaries and better possibilities for advancement from employment elsewhere. Many of the job tasks in these positions are repetitious and unchallenging, with little opportunity for staff to utilize their creativity. In addition, the physical work environments in our storage and circulation facilities do not foster a desire to remain in those positions for an extended period. Attrition rates for these positions will continue to be moderate to high; however, internal promotions have helped reduce the number of these staff who have left the agency to work elsewhere.

CRITICAL WORKFORCE SKILLS

In order to fulfill our mission, we must have individuals with advanced information research, organization and retrieval skills. In particular, our workforce needs the ability to integrate emerging technologies into the information management process.

We have a number of positions that require highly specialized skills, such as professional librarians, archivists, and government information analysts, in addition to IT professionals. One hundred twenty seven of our positions are categorized as professional or para-professional. Of these, 42 require an advanced degree, and the remainder require a bachelor's degree or a combination of college coursework and multiple years of experience.

Our current workforce needs additional computer literacy and proficiency skills training to ensure we remain in-step with rapidly advancing technology. We are delivering more of our services electronically, and all staff will need to have basic computer skills. In addition, many staff will need to attain proficiency in various applications and bring more of the work processes to their own desktop computers.

Our movement towards digitization of documents and information requires non-IT staff to become proficient in this emerging technology. Some of the technical skills currently required (microfilming, tape duplication, etc.) will no longer be necessary when we transition to the new technology. Customer demand for these new services and available technology will determine how quickly this transition is made.

CHALLENGES RECRUITING MISSION-CRITICAL SKILLS

State agency salaries continue to lag behind the regional marketplace, particularly for positions located in the Austin area. This limits our ability to successfully recruit the most qualified candidates for some of our critical professional and management positions. In addition, evolving job responsibilities demand a proportionately larger return in skill level, education, and ability.

Many of our jobs have become increasingly complex, and we have adjusted job responsibilities and

position classifications accordingly; however, we have a large number of staff who have been in their positions for many years. An additional challenge we face is increasing these salaries comparable to what we are able to offer new hires. The large number of part-time positions in the clerical series is also a challenge to raising overall salaries in our agency. Though we have increased the salary levels within our agency since FY 2005, as reflected in the chart below, much of our turnover is a result of staff transferring to another state agency to perform the same job for more salary.

Salary Analysis
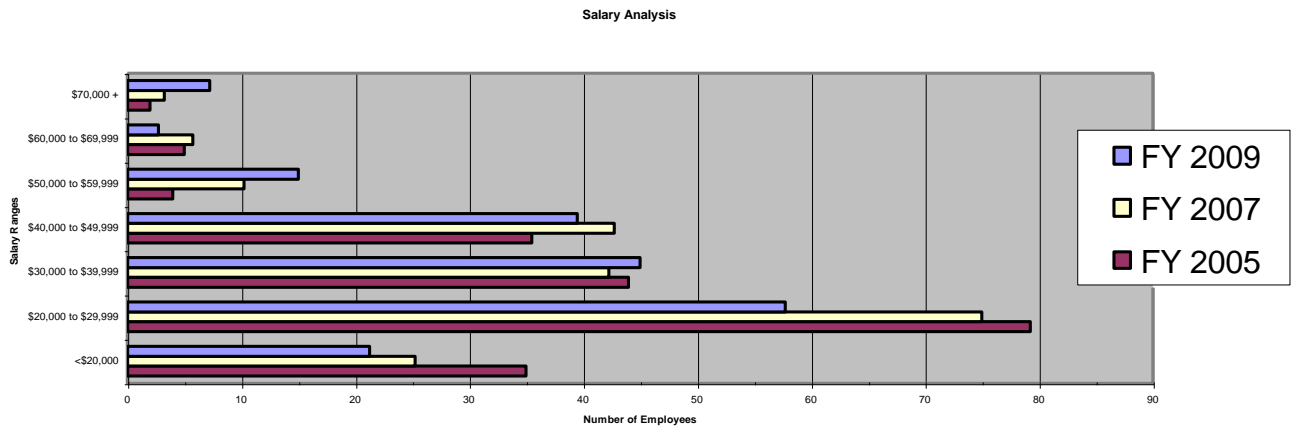
Staff have acquired some of our mission-critical skills over time, such as institutional knowledge of our particular collections. Agency "experts" expedite the flow of information and maintain the high levels of customer service we strive to provide. As individuals retire, replacements with the same skills and knowledge are harder to secure for the salaries we can pay.

The increasing numbers of customers we serve and the growing numbers of programs we administer have resulted in a constantly expanding workload for a static number of employees. This is particularly apparent in the Schedule A positions, where the salaries are lower and the tasks are more repetitive in nature. The challenge will be to keep these jobs interesting and help identify career ladders for all positions in our agency.

As we reduce turnover among the professional positions, we inadvertently create a lack of advancement among the entry-level positions. This paradox presents an additional challenge in implementing mentoring systems and career ladders throughout our organizational structure. Additionally, many of our higher-level positions require advanced degrees, and this also limits the career advancement possibilities for staff in entry-level positions.

Our agency continues to be affected by the Boom/Bust economy of the Austin metropolitan area. When economic times are good, we experience extremely high attrition as qualified staff moves to better paying positions. Alternately, the bust cycles bring with them more skilled workers who are attracted to the stability that State employment offers. We must continue to make employment at our agency more appealing, especially during boom cycles.

III. Future Workforce Profile (Demand Analysis)

In order to fulfill our strategic plan and meet the informational needs of our customers, we must perform the following critical functions:

- prepare archives entrusted to our agency for effective and efficient use and access
- increase efforts for preserving library and archival materials
- provide advice and assistance to state and local government personnel on management of records and library operations
- acquire, reproduce, and distribute large amounts of material and information to deliver program services
- perform the duties required by our legislative mandates and maximize use of the Internet for distributing information
- maintain our existing and future equipment to ensure efficient service delivery

While we do not anticipate any new programs, many of the current programs will add or expand services and service delivery mechanisms. This will include hosting additional digital image files on the Web, replacing outdated database systems, and implementing new methods for delivering training and consulting services. The expansion of our state publications program to include current and archival electronic documents is evidence of the change in service delivery.

Within the next two years, we will need to develop the skills and abilities to provide for the acquisition, management and preservation of electronic records. Skilled archivists and/or information technology professionals will be needed to implement standards and policies for electronic records transferred to our agency to ensure they are maintained permanently.

We have recently added several facets to the services we deliver, significantly changing the means by which we deliver these services. We have installed 11 video conferencing centers around the state. In addition, we added the capability for web-based learning systems to allow customers to access training on an as-needed basis and added an initiative for collaborative digitization planning and access to our resource-sharing program. This requires more advanced technical and programmatic support for our staff and local partner entities.

Future Workforce Skills

Required workforce skills over the next several years will become even more highly specialized. Many actual workloads will transition from being primarily process-based to more analysis-based. For many customers, we plan to move to a system requiring less paperwork and more on-demand consulting assistance. This will require professional staff to have additional skills in auditing, communication, consulting, report writing and systems analysis, in addition to experience and knowledge of program requirements. Over the next five years, we will continue to add web-based and distance learning classes to our repertoire, adding technological skills to the existing training skills required for these positions, particularly as we implement the transition from paper to electronic records.

Customer demand for information delivered in digital formats is increasing and requires more staff at all levels within our agency to have some technical proficiency in order to fulfill these requests. In addition, staff must know and understand cutting-edge information management systems to effectively train and consult with our customers. Because we see this as a national and international work flow trend, we will require a workforce well-versed in emerging technology and practices, who are able to network effectively with customers, partner organizations, vendors, and stakeholders. Staff in professional and management positions will need to apply and understand both

basic and advanced technology, and the issues associated with it in the development of new services. In addition, they must possess the ability to understand, interpret, and create policies, procedures, rules, regulations, etc. so that they are able to write, edit, summarize and succinctly report information from diverse sources.

We anticipate an increase in the importance of the Public Information Act, particularly within our agency as the custodian of state government records. Our future workforce must be well-versed on the provisions of the Public Information Act in order to provide the best customer service while meeting the legal requirements of this law.

Staff in many areas will need to be skilled in electronic records applications and outputs, and have a background and/or training in the design of automated systems. Staff will also need skills in cataloging electronic documents, as well as skills in the new Online Computer Library Center, OCLC interface.

Technological advancements have increased the complexity of records created by government. These advancements require new equipment and computer platforms that must be deployed and supported. We will assume a wider range of technical responsibilities for projects, including systems analysis and project planning, cost estimation and resource acquisition, installation, support, life cycle maintenance, and technology refreshment.

Economic and social conditions in Texas reinforce the need to maintain the cost-efficient statewide resource-sharing programs. The Hispanic/Spanish-speaking population in Texas is growing rapidly, and we must have adequate bilingual staff to meet customer needs. Demands for services, particularly in the Talking Book Program, will increase as the populations of both aged and disabled persons continues to increase. Our statewide TexShare database program must continue to be sensitive to the online research needs of the Spanish-speaking population.

TRAINING NEEDS

In many instances, program budgets do not allow for adequate professional training and/or development, which often requires out-of-state travel. Even with use of distance learning technologies and the budget to accommodate that need, our current workloads and staffing levels do not allow staff time to take advantage of available training opportunities. We need to secure the resources to break out of a frustrating cycle: because staff do not have adequate training available, too much time is spent performing tasks using tedious, out-dated methods. The resulting drain on staff time prevents them from learning new skills that would save them time in the long run.

As part of the on-going efforts to increase the ability of the cataloging staff to catalog electronic format materials, the agency has utilized on-line Internet based training courses. We will continue to look for and take advantage of similar Internet based training opportunities.

As previously indicated, continuous, planned technology training will be critical in all program areas.

STAFFING

We are already understaffed across the agency, and we expect that situation to persist. We anticipate an increase in the demand for our current services, and that technology will require us to provide increasingly complex services. Additional staff is needed to meet current challenges; the shortage will be more acute in the future.

Within the next five years, several factors will affect an increase in the population eligible for the Talking Book Program. The eligible population will be impacted by the aging baby-boom population, the rise in certain medical conditions, such as diabetes, and better testing and diagnosis of reading disorders. We also expect more clients to join the program once the federal authorizing agency makes new digital equipment and digital books widely available. We anticipate the need to increase staff in consulting and readers' advisory services, public outreach, and audio production services. Staff in the circulation section will need to diversify in order to handle analog, digital, and print materials.

State agencies demand more records center services than we can accomplish with current resources. The level of services that can be provided to state agencies for paper records storage is limited by the staffing restrictions enacted by the legislature. Even though records center services are funded on a cost-recovery basis and could theoretically respond to agency needs by paying for additional staff through records center services fees, we cannot exceed the mandatory FTE limit imposed by the legislature.

IV. GAP ANALYSIS

SKILLS

In some cases, our current staff has the skills needed for the future. In many instances, our work-force is capable of acquiring the needed skills with minimal training or other resources. However, a large number of staff in the agency does not possess even basic computer skills, and many more lack sufficient skills to be efficient in their positions. We will need to provide more computer training, particularly in the creation, use, and manipulation of increasingly sophisticated databases. These skills must be available at the desktop level, and not dependent on IT staff.

A large number (127 of our positions are professional or para-professional, meaning they require expertise or education in a specific area. The professionals are required to continue acquiring education and experience relative to their fields. This ensures instant credibility as the professionals work with the general public, high-ranking agency staff, and state and local elected officials.

The future skill requirements identified previously relate to management and dissemination of information, documents, records, and other agency services in electronic formats. Digital imaging, enhanced databases, and sound recording are the most notable emerging technologies that we need to actively embrace.

As we move toward digital information sharing, current skills for duplication and distribution of information in cassette tape, microfilm, and microfiche formats will no longer be required or will be required at a much diminished level. Similarly, the skills required for repairing and maintaining the equipment for these processes will be phased out or eliminated.

Increasingly, we will need employees with bilingual skills, particularly English/Spanish, to meet the needs of the growing Spanish-speaking population in Texas.

RECRUITMENT

Long-term vacancies and a shortage of qualified replacement staff for management and other key program positions are anticipated during the next five years. This could be exacerbated by the expanding skill sets required for replacements. Salaries for many of the professional positions are significantly lower than the regional and national averages. In addition, fewer people are obtaining

college degrees in the specialized fields required for many of our professional positions, according to national research by the American Library Association. This trend is expected to continue. We anticipate a shortage of employees and/or extended vacancies as we recruit qualified replacements.

Many other governmental entities are creating positions similar to those at our agency. Records Management Officer, Librarian, Archivist, Technology Consultant, and Government Information Analyst positions have historically been few at other state agencies and local governments. This change has created an additional level of competition for recruiting for these professional positions.

STAFFING LEVELS

The current workforce is inadequate to meet the workload demands in many of our program areas. Over the next several years, we expect an increase in the number and types of customers served, the use of the automated services we provide, and the use of consulting services that help our customers and partners keep current with technology. Additional staff will be needed to support the deployment and maintenance of technology and Internet-based services.

The volume of paper records is expected to continue to increase during the next 10 to 15 years, despite efforts to go to a "paperless" society. If this trend continues, we will need additional staff to properly arrange, describe, and provide mandated access to archival records.

V. STRATEGY DEVELOPMENT

MAINTAINING MISSION-CRITICAL SKILLS

To be successful, staff need to learn new technologies, managerial and mathematical skills. We must take steps to remain aware of current trends, and develop the skills to speak as experts to constituents and peers. Many of our current staff have the skills necessary to learn new methods, so time, funding, and training are key resource requirements here.

We need to train the current workforce so they can perform the analytical, auditing and technical requirements of the existing programs and any subsequent advancement in service delivery. To maintain a workforce capable of supporting our direct-service programs, we must provide professional development and continuing education to internal staff. Training will also be necessary in the cataloging of electronic documents and in the use of the OCLC cataloging interface for current or future staff without those skills.

The Human Resources staff will work with agency managers and supervisors to revise job descriptions and task statements to reflect changing skill and technology requirements. Our goal will be to hire new staff who already possess appropriate skills and abilities so they can immediately be successful in the position. Unfortunately, this will create salary compression issues in many program areas, so we will need to look for ways to proactively address the consequences of this solution.

Our performance evaluation system requires team leaders, supervisors and managers to work with each particular employee to identify training required to ensure the employee is successful in accomplishing the job responsibilities of his/her particular position. This then becomes the training plan, establishing written goals for the next evaluation period. The training goals are updated as the section's needs and employee's abilities evolve. The use of this new tool ensures our success in training current staff who have the ability to acquire needed skills for the future.

RECRUITMENT/RETENTION

Supervisors and managers will coordinate with staff to ensure ongoing professional education and development is available for all positions, especially those of a technical and/or professional nature. Job classifications are reviewed and modified when necessary, which provides a mechanism to upgrade positions when additional duties are assumed.

To help motivate and retain staff, agency managers will continue efforts to recognize and reward individual performance according to agency policies and to provide appropriate opportunities for professional growth. Current available tools include merit raises, one-time merit bonuses, and administrative leave. Our agency also provides peer-recognition tools including the Employee of the Quarter Award, and the Lorenzo Award.

WORK PROCESSES

In many areas of our agency, current work processes will need to change as a result of technological advancements, industry changes, and economic, social, and political conditions. We will need to look for additional ways to streamline and automate processes, particularly for routine administrative tasks and legislative mandates. Program Managers will work together to streamline processes and efficiently accomplish tasks common to several divisions. We may also need to explore the use of temporary workers, consultants, and outsourcing for specialized jobs or tasks to prevent burnout of the existing workforce.

Divisions will further explore opportunities to form cross-divisional teams to avoid duplication of effort. However, even with the implementation of efficiency practices, current staffing levels will not accommodate new programs or services without dropping or revising some of our present services. While we anticipate that all programs will change and grow, we have not seen a decline in demand for any of our current services, with the exception of microfilming.

Our current structure, task-oriented with specific job descriptions for each position, will need to become more fluid. We must have staff who can handle a variety of skills and be willing to work at whatever tasks are required each day. Expanded responsibilities allow staff members the opportunity to use and develop skills other than those required for routine completion of job duties.

We must focus efforts on proper planning for information resources acquisition and implementation as the need for technology increases in all program areas. We will need to ensure we have adequate technical support for our wide-area network, Web-based services, client-server services, and the new videoconference systems deployed throughout the state. In addition, we must ensure proper project management for all information resources projects to eliminate interruptions to service.

SUCCESSION PLANNING

The agency has not yet implemented the practice of succession planning. In the next year, the Human Resources staff will work with division directors to identify key positions throughout the agency for which succession planning is critical. Then, the division directors will work as a group to identify potential staff with the skills and abilities to assume a particular key position with a minimal amount of training. This will allow managers and supervisors to develop staff with the potential to provide adequate backup of critical skills throughout the agency. This is especially important as we evaluate the positions of staff who will be eligible to retire in the next five years. Agency leadership will need to ensure adequate resources are available to develop these human resources.

Mentoring programs will be established to provide a mechanism for transferring institutional knowledge and program-specific skills from retiring staff to advancing staff in an effort to avoid the "brain drain" syndrome.

LEADERSHIP DEVELOPMENT

The Human Resources staff will work closely with agency managers to identify individuals with potential for leadership positions using a variety of standard evaluation methods and tools. Replacement and succession charts will be developed within each division that will provide an opportunity for both managers and staff to examine the depth of talent, skills, and abilities of the current workforce.

VI. CONCLUSION

We believe we have one of the most qualified and professional workforces in state government. We recognize that as our programs and services evolve so will the skill requirements for our workforce. We will implement strategies to ensure our current and future workforce has access to the resources to acquire the skills necessary to remain successful in accomplishing our mission.